

- RM slightly above national average with skew towards pack outlets
 - Holdout key accounts impact PPP execution in certain markets (Albany - A+, Stewarts, Cumberland; HBG - Sheetz, A+; SYR -Sugar Creek, A+)
- PM has 70% of Non-Menthol Premium Business
- PM has 22% of Menthol Premium Business
- PM has 26% of Discount Business
 - Exclusivity≈ National
- Price gap ≈ absolute, less %; premium price gap increasing
- Execution is less than desired (a long way from flawless!) but not noticeably different from national
- Promotion impact of multi-pack deals less effective in urban pack environments





Key Issues

- Assuming that ACN share change is indicative of PM performance in Region 1 and Section 21 how will we achieve our share and volume targets in 1996 and beyond?
- Are the market trends in Region 1 and Section 21 early indicators for the balance of the US? If, so, what initiatives should we test to ascertain if we can alter these trends early on?





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- Flawless execution of MSP
 - Promotion process ADS, pre-book, improve timing
 - Key account managers with direct (template)
 - Work-with account operations for extension selling
 - Better targeting of placements
 - DAD
- 2. OOS Sweeps
- 3. Continue category management implementation
- *4. Crack RM holdouts (tests)
 - 5. Productivity
 - Exceed sell day, call rate targets
 - Reduce vacancies TSMAA, alt. coverage
 - Utilize PT budgets
- 6. Basic mega program
 - Eagle Box ME, NH, VT
- Meetings for focus Region/Section/District Tracking for focus - Region
- *8. Full utilization of RM flex





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A h o I d	Stop & Shop Edwards	Tops * Wegmans Fays Stewarts	Edwards/Mayfair	Giant Acme A+ Sheetz





MODIFY EXISTING INITIATIVES/PROGRAMS

- Visibility urban blitzes with Powerforce
 expand if successful
- * 2. Expand Premium Tobacco Store Markets ME, upper NY, NH, DE, HBG
- * 3. Incremental quantity or new promotion 1/2 pk (Marlboro, Merit, Parliament (R&M), other)
- * 4. Non-RM promotions for Marlboro
- * 5. Non-workload promotions (Marlboro +)
- * 6. Outdoor in inner city
 - 7. Direct mail





- * 1. Off invoice "bugged" Marlboro the "Unlimited Offer" (train sticker)
- * 2. Carton configured as display price off, 2/1
- ** 3. MLP select geos across Region
 - Tobacco kiosk for C-stores
 - 5. Workload coverage
 - modify with existing
 - additional full-time (ethnic accounts)
 - temp (powerforce plus)





- 1. NY tax collection plan from IRCs
- 2. Contraband
 - out of state
 - export
 - IRC
- 3. Agree on info system/sources to track performance
- 4. Sales IC measures, targets

